

# **3 FAH-2 H-100 SUPERVISION OF FOREIGN SERVICE NATIONAL PERSONNEL**

## **3 FAH-2 H-110 GENERAL**

### **3 FAH-2 H-111 PURPOSE**

*(TL:FSNH-2; 2-10-92)*

*(Uniform State/AID/USIA/Commerce/Agriculture)*

a. The Supervision of Foreign Service Nationals (FSN) chapter has been written to provide a reference for all supervisors, Americans and Foreign Service Nationals, who supervise Foreign Service National (FSN) employees. It supplements current regulations and directives and is intended to:

(1) Provide general guidelines for developing and improving supervisory and managerial skills; and

(2) Provide specific guidance concerning the supervisor's responsibilities for the personnel functions by identifying goals to be achieved, requirements to be met, and procedures to be followed. This chapter also includes citations of regulations, directives, and other previously issued advice within each personnel function.

b. The Department recognizes, and this chapter emphasizes, that the supervisor is the real "personnel manager" while the personnel officer serves as the "personnel program manager" and the "technical adviser" on personnel matters.

c. The personnel officer (or the administrative officer responsible for overseeing personnel) plans, develops, and implements a personnel program that conforms to Departmental policies and regulations and that is sensitive and responsive to the needs of the mission. To achieve these goals, this officer provides information, training, and guidance and renders advice on an individual basis.

d. The supervisor, who receives this guidance, must plan, direct, coordinate, and control all aspects of personnel management within the office that he or she manages.

e. Increasing awareness and appreciation of the significant contributions of Foreign Service Nationals toward achieving mission goals has led to the development of a more structured personnel program for FSN employees. To fulfill responsibilities effectively, each supervisor must understand how the FSN personnel system works.

f. Any posts have both direct-hire and personal services contract employees. Despite some procedural differences, the same system of position classification, salaries, and benefits governs these two categories of employees. Standard contract clauses, attachments, and periodic amendments ensure that contract employees have the same privileges and obligations as direct-hire employees. Throughout this chapter, the term "FSN" refers to both categories.

g. Although supervisors must comply with all mandates of the FSN personnel system, they need to adapt the supervision of their FSN staff to reflect personal styles and individual needs of their employees. Personal services contract employees as well as direct-hire employees need to know that only circumstances dictate one form of employment or the other and that both categories are equally valued employees.

h. The Department realizes that missions differ in ways that directly affect supervision of FSN employees. These variations include, but are not limited to, size of the mission; religious, cultural, and political considerations; and quality of the country's educational system. Supervisors alone can adapt their actions to suit the particular environment as well as to comply with all Departmental requirements. Herein lies the manager's challenge--to make the most of our most precious asset--our employees.

i. This chapter focuses on supervising FSN personnel. But subchapter 120 consists of principles and techniques that can apply to American personnel, so refer to it when developing plans for their supervision as well.

j. In writing this chapter, we have tried to present material that will help all supervisors of FSN personnel, both first-time supervisors and seasoned veterans. First-time supervisors will find specific help on how to make the difficult transition from employee to manager; mid-level supervisors and more senior managers will find material that can serve as a refresher or that can be adapted for training.

k. We welcome your suggestions for improving this handbook; please send them to the Office of Foreign Service National Personnel (PER/FSN), SA-36, Room 510, Department of State, Washington, D.C. 20522-3605.

### **3 FAH-2 H-112 THROUGH H-119 UNASSIGNED**